

# MGMT 4303 D10 – Strategic Management

## Course Description/Overview

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A senior business capstone course concerned with the study and development of strategy for the overall organization. The course is interdisciplinary in nature, requiring students to apply knowledge and skills learned in previous courses to solve problems of an organization operating in its social, political, legal, ethical, international, and economic environment.

### Prerequisite Knowledge

Communication 3352, Finance 3361, Management 3301, Marketing 3321, Graduating semester, and permission of the Department.

### Course Technology

ASU Blackboard, McGraw Hill Connect, Blackboard Collaborate

### Class Meeting Times

7/6 – 8/5/2020, Online every week (Blackboard, Connect, Collaborate recordings)

### Technical Support

The Technology Service Center (TSC) may be contacted by calling (325) 942-2911 or 1-866-942-2911 or by email at [helpdesk@angelo.edu](mailto:helpdesk@angelo.edu)

## Faculty/Instructor Information

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Name: Juehui (Richard) Shi, Ph.D.  
Title: M&M Assistant Professor  
Office: RAS 207  
Phone: 325-486-6096  
E-Mail: [jshi@angelo.edu](mailto:jshi@angelo.edu)  
Office Hours: Email.

## Course Objectives

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### Learning Objectives:

Upon completion of this course, students will be able to...

- Define common business strategy terms.
- Develop successful vision, mission, and strategy for a company.
- Use appropriate strategy tools to analyze a company's external environment and internal capability.
- Explain strategic management concepts and be able to use such concepts properly in management situations via case studies.
- Identify and construct five generic competitive strategies.

- Recognize and build appropriate corporate strategies fortifying the market position with sustainable competitive advantage.
- Be aware of the importance and significance of business ethics and corporate social responsibility.
- Execute the business strategy in the most profitable, efficient, effective, competitive, socially and legally responsible way, and apply such skills to the real-world situations.

### Assessment Methods

Homework assignments (SmartBook readings and Chapter quizzes) and exams (midterm and final) will be used to assess learning in this course.

## Course Textbook and Required Readings

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The McGraw Hill Connect comes with the textbook if bought from the ASU bookstore. The Connect is required for the SmartBook readings, Chapter quizzes, and the exams.

E-book is included when registering for the McGraw Hill Connect account.

Title: Crafting & Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases

Authors: Thompson, Peteraf, Gamble, and Strickland

Edition: 22nd

McGraw-Hill Connect access for e-book and homework assignments:

On ASU Blackboard, follow the Connect registration steps “Student Registration for Connect through Blackboard” in the “Connect Registration Tutorial” folder located in the “Modules” tab on the left-hand-side (LHS).

## Grading Policies

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This course employs the following to measure student learning.

Grade Calculations	Percent of Grade	Due
Average Homework Grade	50%	Weekly
Midterm	25%	Blackboard Due 11:59 PM 7/22/2020
Final	25%	Blackboard Due 11:59 PM 8/5/2020

Angelo State University employs a letter grade system. Grades in this course are determined on a percentage scale:

A = 90 – 100 %  
B = 80 – 89 %  
C = 70 – 79 %  
D = 60 – 69 %  
F = 59 % and below.

### **Response Time**

I will respond to email questions within one business day, and homework will be graded and posted within one week after the due date.

### **Missed/Late Work**

No late work will be accepted. Assignments are posted early with reasonable deadlines to provide adequate time to complete the homework.

### **Participation/Absenteeism**

Besides the slides and SmartBook readings, lectures for each Chapter are recorded and posted on Blackboard every week. Although there is no grade for participation, regular access of the slides, readings, quizzes, and recorded lectures make you learn better and excel in this course. You can also email me to ask any questions about these course materials. Research has shown that students, who regularly attend classes, generally perform better.

### **Exams**

Exams are comprehensive and open book on Blackboard. No collaboration is allowed.

### **Homework**

Homework will be a combination of McGraw-Hill Connect SmartBook reading assignments and Chapter quizzes. The due dates for the homework are detailed on pages 6 and 7 of this syllabus. The due time is always 11:59 PM (CST) on the due date.

## **Course Policies**

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### ***Academic Honesty and Integrity***

Angelo State University expects its students to maintain complete honesty and integrity in their academic pursuits. Students are responsible for understanding and complying with the university Academic Honor Code, which is in both print and web versions of the ASU Student Handbook.

Academic integrity is expected. This includes, but is not limited to, any form of cheating, plagiarism, unauthorized sharing of work, or unauthorized possession of course materials. The professor assumes that all students can be trusted. Please do not violate this trust. Violation of academic integrity will result in a failing grade for the course.

It is the professor's intention to be as fair and impartial as is humanly possible. Therefore, all students will be asked to adhere to the same set of guidelines and rules UNLESS there are disabilities or documented extenuating circumstances that have been discussed with the professor and the Student Life Office. Please make sure you inform the professor as soon as any situation arises. Do NOT wait until the problem is compounded by poor class performance, poor attendance, etc.

## ***Plagiarism***

Plagiarism is a serious topic covered in ASU's Academic Integrity policy in the Student Handbook. Plagiarism is the action or practice of taking someone else's work, idea, etc., and passing it off as one's own. Plagiarism is literary theft.

In your discussions and/or your papers, it is unacceptable to copy word-for-word without quotation marks and the source of the quotation. It is expected that you will summarize or paraphrase ideas giving appropriate credit to the source both in the body of your paper and the reference list.

Papers are subject to be evaluated for originality via Turnitin. Resources to help you understand this policy better are available at the ASU Writing Center.

## ***Copyright Policy***

Students officially enrolled in this course should make only one printed copy of the given articles and/or chapters. You are expressly prohibited from distributing or reproducing any portion of course readings in printed or electronic form without written permission from the copyright holders or publishers.

## ***Code of Ethics***

Students, faculty, administrators and professional staff of the Norris-Vincent College of Business should always:

- Be forthright and truthful in dealings with all stakeholders
- Take responsibility for one's actions and decisions
- Serve as an example of ethical decision-making and behavior to others
- Admit errors when they occur, without trying to conceal them
- Respect the basic dignity of others by treating them as one would wish to be treated

## ***Courtesy and Respect***

Courtesy and respect are essential ingredients to this course. We respect each other's opinions and respect others points of view at all times while in our class sessions. The use of profanity and harassment of any form is strictly prohibited (Zero Tolerance), as are those remarks concerning one's ethnicity, life style, religion, etc., violations of these rules will result in appropriate disciplinary actions.

## ***Accommodations for Disability***

ASU is committed to the principle that no qualified individual with a disability shall, on the basis of disability, be excluded from participation in or be denied the benefits of the services, programs or activities of the university, or be subjected to discrimination by the university, as provided by the Americans with Disabilities Act of 1990 (ADA), the Americans with Disabilities Act Amendments of 2008 (ADAAA), and subsequent legislation.

Student Affairs is the designated campus department charged with the responsibility of reviewing and authorizing requests for reasonable accommodations based on a disability, and it is the student's responsibility to initiate such a request by emailing [studentservices@angelo.edu](mailto:studentservices@angelo.edu), or by contacting:

Mrs. Dallas Swafford  
Director of Student Development  
Office of Student Affairs

University Center, Suite 112  
325-942-2047 Office  
325-942-2211 FAX  
[Dallas.Swafford@angelo.edu](mailto:Dallas.Swafford@angelo.edu)

### ***Title IX***

Angelo State University is committed to providing and strengthening an educational, working, and living environment where students, faculty, staff, and visitors are free from sex discrimination of any kind. In accordance with Title VII, Title IX, the Violence Against Women Act (VAWA), the Campus Sexual Violence Elimination Act (SaVE), and other federal and state laws, the University prohibits discrimination based on sex, which includes pregnancy, and other types of Sexual Misconduct. Sexual Misconduct is a broad term encompassing all forms of gender-based harassment or discrimination and unwelcome behavior of a sexual nature. The term includes sexual harassment, nonconsensual sexual contact, nonconsensual sexual intercourse, sexual assault, sexual exploitation, stalking, public indecency, interpersonal violence (domestic violence or dating violence), sexual violence, and any other misconduct based on sex.

You are encouraged to report any incidents involving sexual misconduct to the Office of Title IX Compliance and the Director of Title IX Compliance/Title IX Coordinator, Michelle Boone, J.D. You may submit reports in the following manner:

- Online: [www.angelo.edu/incident-form](http://www.angelo.edu/incident-form)
- Face to Face: Mayer Administration Building, Room 210
- Phone: 325-942-2022
- Email: [michelle.boone@angelo.edu](mailto:michelle.boone@angelo.edu)

Note, as a faculty member at Angelo State, I am a mandatory reporter and must report incidents involving sexual misconduct to the Title IX Coordinator. Should you wish to speak to someone in confidence about an issue, you may contact the University Counseling Center (325-942-2371), the 24-Hour Crisis Helpline (325-486-6345), or the University Health Clinic (325-942-2171).

For more information about resources related to sexual misconduct, Title IX, or Angelo State's policy please visit: [www.angelo.edu/title-ix](http://www.angelo.edu/title-ix).

### ***Student absence for religious holidays***

As stated in the Angelo State University Operating Policy and Procedures (OP 10.19 Student Absence for Observance of Religious Holy Day), a student who intends to miss class to observe a religious holy day should make that intention known in writing to the instructor prior to the absence. A student who is absent from classes for the observance of a religious holy day shall be allowed to take an examination or complete an assignment scheduled for that day within a reasonable time after the absence.

### ***Course Drop***

To view information about how to drop this course or to calculate important dates relevant to dropping this course, you can visit [http://www.angelo.edu/services/registrar\\_office/course\\_drop\\_provisions.php](http://www.angelo.edu/services/registrar_office/course_drop_provisions.php).

### ***Incomplete as a Course grade***

As stated in the Angelo State University Operating Policy and Procedure (OP 10.11 Grading Procedures), the grade "I" is given when the student is unable to complete the course because of illness or personal misfortune. For undergraduates, an "I" that is not removed before the end of the next long semester

automatically becomes an "F". A graduate student will be allowed one year to remove a grade of "I" before it automatically becomes an "F". To graduate from ASU, a student must complete all "I's".

### ***Grade Appeal Process***

As stated in the Angelo State University Operating Policy and Procedures (OP 10.03 Student Grade Grievances), a student who believes that he or she has not been held to appropriate academic standards as outlined in the class syllabus, has experienced inequitable evaluation procedures, or inappropriate grading practices, may appeal the final grade given in the course. The burden of proof is upon the student to demonstrate the appropriateness of the appeal. A student with a complaint about a grade is encouraged to first discuss the matter with the instructor. For complete details, including the responsibilities of the parties involved in the grade appeal process and the number of days allowed for completing the steps in the process, see Operating Procedure 10.03 at: <http://www.angelo.edu/content/files/14196-op-1003-grade-grievance>.

### **Course Outline**

<b>MGMT4303-D10 Online Delivery 7/6/2020 – 8/5/2020</b>								
<b>Wk</b>	<b>Date</b>	<b>Day</b>	<b>Topic</b>	<b>Sections</b>	<b>Detail</b>	<b>Smart Book DUE</b>	<b>Chapter Quiz DUE</b>	
1	7/8/2020	W	Blackboard Collaborate Recorded Lecture	<b>4, 5</b>	<b>Ch4</b> – Company's Resources, Capabilities, and Competitiveness <b>Ch5</b> – Five Generic Strategies			
	7/10/2020	F				SB- <b>Ch4</b> SB- <b>Ch5</b>		
2	7/15/2020	W	Blackboard Collaborate Recorded Lecture	<b>6, 7</b>	<b>Ch6</b> – Strengthening Competitive Position <b>Ch7</b> – International Strategies, Case Study		Quiz- <b>Ch4</b> Quiz- <b>Ch5</b>	
	7/17/2020	F				SB- <b>Ch6</b> SB- <b>Ch7</b>	Quiz- <b>Ch6</b> Quiz- <b>Ch7</b>	
3	7/22/2020	W	<b>Midterm online Blackboard due 11:59 PM Last Day to Drop by 5 PM Central Time</b>					
	7/24/2020	F	Blackboard Collaborate Recorded Lecture	<b>8, 10</b>	<b>Ch8</b> – Corporate Strategy, Case Study <b>Ch10</b> – Building a Successful Company, Case Study	SB- <b>Ch8</b> SB- <b>Ch10</b>		

4	7/29/2020	W	Blackboard Collaborate Recorded Lecture	<b>11, 12</b>	<b>Ch11</b> – Managing Internal Operations, Case Study <b>Ch12</b> – Corporate Culture Leadership, Case Study		Quiz- <b>Ch8</b> Quiz- <b>Ch10</b>
	7/31/2020	F				SB- <b>Ch11</b> SB- <b>Ch12</b>	Quiz- <b>Ch11</b> Quiz- <b>Ch12</b>
5	8/5/2020	W	<b>Final online Blackboard due 11:59 PM</b>				